

THE INFLUENCE OF THE WORK ENVIRONMENT, MOTIVATION AND HUMAN RESOURCES COMPETENCY ON EMPLOYEE PERFORMANCE AT THE EDUCATION, CULTURE, YOUTH AND SPORTS OFFICE OF GORONTALO PROVINCE

Hien Ishak¹⁾, Ellys Rachman²⁾, and Amrain Mustafa³⁾

^{1,2,3)} Postgraduate Program STIA Bina Taruna Gorontalo

E-mail: hienishak@yahoo.com

ABSTRACT

This research aims to: 1) find out how the influence of the Work Environment partially on Employee Performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 2) find out how the influence of the motivation partially on Employee Performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 3) find out how the influence of the human resources competency partially on Employee Performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 4) how the Work Environment, Motivation, and Human Resources Competence Simultaneously on Employee Performance in the Education, Culture, Youth and Sports Office of Gorontalo Province.

This research uses an explanatory research method; the quantitative method emphasizes objective phenomena and maximizes objectivity. This research design uses numbers, statistics, structure, and controlled experiments, with data collection techniques through observation, interviews, and documentation. A sample of 141 people from a total population of 218 people including the Head of the Education, Culture, Youth and Sports office of Gorontalo Province.

The results showed that: 1) partially, the work environment does not have a positive influence on employee performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 2) partially motivation has a positive and simultaneous influence on Employee Performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 3) partially human resources competencies have a positive and simultaneous influence on employee performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province; 4) simultaneously, the variables of the Work Environment, Motivation, and Competence of Human Resources have a positive effect on Employee Performance in the Education, Culture, Youth, and Sports Office of Gorontalo Province.

Keyword: work environment, motivation and competence of human resource

INTRODUCTION

Government agencies are important organizations in government, as they re-

late to governance and state development.

To meet the goals desired by a country, the state needs human resources, for ex-

ample, the economic, social, educational, cultural, and so on. Therefore, several factors are interconnected and influential; one of the most important factors used to mobilize other factors is human resources. These human resources must be managed properly so that their talents and abilities can be fully, maximally, and right on target through effective and efficient methods and systems [3].

One of the duties of HRM is to manage the human elements properly so that a responsible and capable workforce can be obtained. In an organization, humans are the most important element, because humans are the driving force and determining the running of an organization. Therefore, the organization should provide a positive direction for the achievement of organizational goals [1]. Resources owned by certain organizations will not give optimal results if they are not supported by human resources that have optimal performance. This shows that human resources are the main key that must be considered with all their needs [10].

Understanding the importance of the existence of human resources is one of the efforts that must be achieved by improving the quality of human resources/employees through improving their performance.

Performance indicators are as follows:

1. Quality of work, shows tidiness, accuracy, and linkage of work results without neglecting the volume of work. Good quality work can avoid the error rate in completing a job which can be beneficial for the progress of the company.
2. Quantity of Work, Shows the large types of work done at one time so that efficiency and effectiveness can be carried out by company goals.

3. Responsible, shows how much employees accept and carry out their work are accountable for work results, facilities and infrastructure used, and work behavior every day.
4. Cooperation, the willingness of employees to participate with other employees vertically and horizontally both inside and outside of work so that the work results will be better.
5. Initiative, an initiative from within the members of the company to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that is an obligation of an employee [7].

The Education, Culture, Youth and Sports Office or Dikbudpora of Gorontalo Province with 305 employees consisting of 218 ASN and 87 PTT people, but the performance of these employees is not yet optimal. This is possible because of the lack of morale of the employees. The lack of maximum employee performance is evidenced by the presence of employees who do not come to work without permission or information; some often leave during office hours without notification to both colleagues and leaders. It can be seen from the daily attendance of employees which indicates the number of employees whose attendance is lacking which results in the performance of these employees being disturbed.

The level of absenteeism or undisciplined in the Dikbudpora of Gorontalo Province in 2020 is still high. Even though not all employee absences are without clear reasons, there are still many employees who do not enter without clear information.

Besides, in improving the performance of ASNs of Dikbudpora Office of Gorontalo Province based on productivity and workload, one of which is the perfor-

mance allowance provided to ASNs, which is mandated by the Governor Regulation about the Work Performance Measurement System for State Civil Servants Based on the Mental Revolution in the Gorontalo Provincial Government, with the provision of financial motivation that is received by employees to increase motivation in completing a job.

Motivation consists of three encouragement needs, namely:

1. Needs of Achievement, quantified using three indicators, namely:
 - a. To develop creativity.
 - b. To actuating the ability.
 - c. To work effectively and efficiently.
2. Needs of Affiliation, quantified using three indicators, namely:
 - a. The Need to be accepted
 - b. The Need to establish good relations between employees.
 - c. The need to participate and cooperate.
3. Needs of Power, quantified using three indicators, namely:
 - a. The need to provide influence and rules in the work environment.
 - b. The need to develop power and responsibility.
 - c. The need to lead and compete [9].

Dikbudpora Office of Gorontalo Province as an institution that handles and responsible for education, culture, youth, and sports in Gorontalo Province, it has the task of helping regional heads in carrying out their duties and functions, of course, they must have adequate facilities, both facilities and infrastructure must be able to support the needs of their employees, and must also meet the work environment, both physical and non-physical.

A work environment is a situation where a person works using adequate equipment and facilities, a conducive work atmosphere, both physical and non-

physical environments that can affect workers in carrying out their duties and responsibilities.

The definition of the work environment is the whole tool and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements, both as an individual and in a group.

Physical Work Environment

There are two categories of the physical work environment, namely:

1. An environment that is in direct contact with employees
2. The intermediate environment and the general environment can also be said to be a work environment that affects humans, such as humidity, air filters, light, noise, color, and so on.

Another factor affecting the physical work environment is the workspace design. A good workspace design can create comfort for employees in the workplace. So, it can be said that the work environment is the condition around the workers when the workers perform their duties, where this situation affects the workers when doing their work in the context of carrying out company operations. The work environment has an important meaning for workers in completing their duties.

Non-Physical Work Environment

Fostering good relationships with colleagues, subordinates, or superiors must be done because we need each other. The working relationship that is formed has a strong psychological impact on employees. Non-physical work environment elements, namely:

1. Relationships between superiors and subordinates

An example of an activity from a superior-subordinate relationship is assigning tasks to be done. The delivery of information from leaders to subordi-

nates can include many things such as tasks that must be done by subordinates, organizational policies, goals to be achieved, and policy changes.

2. Relations between Employees

An example of a relationship between employees is in the completion of a task. The relationship between employees is a side relationship between employees with the same level in the organization but they have different duties. Establishing good and harmonious relationships among employees is a means to further increase employee productivity and performance.

In achieving work performance there are several critical success factors. Human resources in an organization need to be managed professionally to achieve a balance between the needs of employees with the demands and capabilities of the organization [5].

Definition of Motivation

Motivation comes from the Latin word "movere" which means "impulse or driving force". This motivation is given to humans, especially to subordinates or followers. The work is a number of physical and mental activities to do a job. In relation, what is meant by motivation is to question how to encourage the work enthusiasm of subordinates, so that they are willing to work hard by giving all their abilities and skills to realize organizational goals [2].

Definition of Competence

In increasing competence, employees in the Dikbudpora Office of Gorontalo Province are also required to participate in various training and education and training include the participation of Echelon/Leaders in PIM Training.

Human resource competencies or performance competencies can be defined as

the behaviors shown by those who have perfect performance, are more consistent and effective, compared to those with average performance.

Given the importance of the role of Human Resources in the organization. Human Resources as a determining factor for the organization, competence becomes the aspect that determines the success of the organization. The high competence possessed by Human Resources in an organization will determine the quality of Human Resources owned, which in the end will determine the competitive quality of the organization itself.

Competence is the ability to carry out or perform a job or task which is based on skills and knowledge and is supported by the work attitude demanded by the job.

Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing, as superior in certain fields, with the indicators being:

1. Knowledge, Knowledge related to the work includes:
 - a. Know and understand knowledge in their respective fields.
 - b. Knowing knowledge related to regulations, procedures, and new techniques in government institutions.
2. Skill
 - a. Ability to communicate well in writing.
 - b. Ability to communicate verbally.
3. Attitude
 - a. Have the ability to communicate in creativity at work.
 - b. There is high morale.

Based on the background above, the authors are interested in submitting research with the title "The influence of the work environment, motivation, and human resources competency on employee per-

formance in the Education, Culture, Youth and Sports Office of Gorontalo Province”.

RESEARCH METHOD

Approach and Type of Research

This research uses an explanatory research method, the quantitative method emphasizes objective phenomena and maximizes objectivity. This research design uses numbers, statistics, structure, and controlled experiments [8]. Based on the type of research, the design research has 4 variables, namely the X variable (independent), namely Work Environment, Motivation, and HR Competence as the independent variable, and the Y (dependent) Performance as the dependent variable.

The research location is at the Dikbudpora of Gorontalo province, which is located at Jln. Thayeb Mohammad Gobel Tinelo Ayula Village, Bulango Selatan-sub-district, Bone Bolango Regency. The research period is approximately 2 (two) months, starting from July to September 2020.

The population of this study was all employees including the head of Dikbudpora Office of Gorontalo Province, with a total of 218 employees. The sample was taken using the formula from Taro Yamane with a total sample of 141 employees of the Dikbudpora Office of Gorontalo Province.

The identification of variables in this research are:

1. The independent variable (X1) is the work environment which consists of a physical work environment and a non-physical work environment
2. The independent variable (X2) is the motivation with the indicators used, namely the need for achievement, the need for a personal relationship, the need for power, and influence on others.

3. The attribute variable (X3) is HR Competence with the indicators used are knowledge, skills, and attitudes
4. The dependent variable (Y) is the performance of employees at the Education, Culture, Youth and Sports Office of Gorontalo Province, with indicators of work quality, work quantity, responsibility, cooperation, and initiative.

Data Collection Technique

1. The observation was carried out on employees at the Education, Culture, Youth, and Sports Office of Gorontalo Province.
2. Questionnaires, which will be answered by respondents regarding their living conditions, beliefs, or attitudes.
3. Documentation, which is obtained by recording the documents contained in the location.

Data Description Stage

The data analysis technique used descriptive analysis and inferential statistical analysis. As a whole, this data analysis uses computer assistance with the SPSS Version 17 for windows software program without using manual calculations. To test the influence of the work environment, motivation, and HR competence, the statistical analysis tool used was multiple regression. Multiple regressions are used to determine whether the influence of the work environment, motivation, and competence of human resources affect employee performance in the Dikbudpora office of Gorontalo Province, so, the regression equals as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \epsilon$$

Where:

Y = Employee Performance

A = Constant

$b_1b_2b_3$ = Regression Coefficient

x_1 = Effect of Work Environment

x_2 = Motivation

x_3 = HR competence

ε = Error term

Statistical Hypothesis Stage

The statistical t value shows how much influence the independent variable individually has on the dependent variable. The t-value test is also called a partial test in the form of a regression coefficient.

1. Determine the hypothesis

Ha₁ : The work environment has a positive and significant influence on Employee Performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province,

Ha₂ : Motivation has a positive and significant influence on employee performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province,

Ha₃ : Competence has a dominant influence on performance employee performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province.

2. Determine the level of significance.

The level of significance (α) is determined by the examiner/researcher based on the level of difficulty of the data. If data is difficult to collect, it is better to use a relatively large level of significance (α) and vice versa using a relatively small (α) level.

The f test is used to determine the influence of a combination of the independent variables on the dependent variable. Where $F_{count} > F_{table}$ then H1 is accepted or jointly, the independent variable can explain the dependent variable simultaneously.

Conversely, if $F_{count} < F_{table}$, then H0 is accepted or collectively the inde-

pendent variable has no influence on the dependent variable.

To determine whether or not the influence of the independent variable on the dependent variable is significant, a probability of 5% is used ($\alpha = 0.05$).

If $\text{sig} > (0.05)$, then H0 is accepted H1 is rejected.

If $\text{sig} < (0.05)$, then H0 is rejected

H1 is accepted. $F_{count} < F_{critical}$ so Ha is rejected

$F_{count} < F_{critical}$ so Ha is accepted

RESULT OF RESEARCH

In a validity and reliability research of a research result depends on the measuring device (instrument) used and the data obtained. For this reason, it is necessary to conduct a test of validity and a test of reliability.

To test the validity of the research instrument (questionnaire), namely knowing the accuracy of the measuring instrument in performing its measuring function, the validity test was ≥ 0.300 , of which 0.300 became the standardization of the validity test based on Cronbach's statement. Meanwhile, for testing the reliability of the same instrument, the Cronbach Alpha formula is used to see the extent to which the measuring instrument can give relatively no different results when re-measuring the same symptoms at different times. The reliability value is > 0.600 , where 0.600 is the standardization of the reliability value.

Validity Test Results

Validity shows the extent to which a measuring device measures what it wants to measure. An instrument can be said to have high validity if the instrument can perform its measuring function or provide precise and accurate measuring results in accordance with the instrument's intent.

Measuring the validity of this instrument is done by calculating the correlation between each questionnaire and the total score. The criteria used is to compare the test results with a table scale based on the following decision making:

1. If r is a positive comparison result, and $r_{\text{result}} > r_{\text{table}}$, then the variable is valid.
2. If r is negative, and r is $< r_{\text{table}}$, then the variable is invalid.

Reliability Test

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. Reliable means that the level of confidence in the results of a measurement that has high reliability can provide reliable measurement results. In this study, reliability was used with Cronbach's Alpha model. A variable is said to be reliable, if the Cronbach's Alpha value is greater than or equal to 0.600, whereas if the Cronbach's Alpha value is smaller than 0.600, the variable can be said to be unreliable.

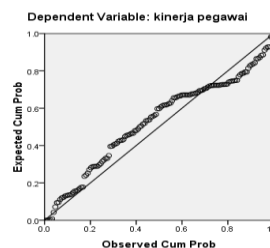
Classic Assumption Test

A good regression model must be free from the problem of deviating from classical assumptions. The following is a test of the classical assumptions in the regression model.

1. Normality test

The normality test is a test of the normal distribution of the data. Testing for normality in this research using the Normal PP-Plot. Normal PP-Plot can be detected by looking at the distribution of data (points) on the diagonal axis of the graph or by looking at the histogram of its residuals.

Normal P-P Plot of Regression Standardized Residual



Based on this figure, it can be seen that the data spread around the diagonal line and follows the direction of the normal line or the histogram graph shows a normal distribution pattern, so the regression model fulfills the assumption of normality.

2. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables. Detecting it is by analyzing the Variety Inflation Factor (VIF) value and the tolerance value. If the tolerance value is above 0.10 and VIF is below 10 then multicollinearity does not occur.

3. Heteroscedasticity Test

To detect the presence or absence of heteroscedasticity by looking at the dots pattern on the regression scatterplot. If the dots spread out in an unclear pattern above and below the 0 on the Y axis, there is no heteroscedasticity problem.

4. Autocorrelation Test

The autocorrelation test is a test of assumptions in regression where the dependent variable is not correlated with itself or the de-pendent variable is not related to the value of the variable itself. The problem of au-tocorrelation only arises if there is a linear

correlation between the confounding error of the t-1 period (previous).

Hypothesis Test

1. Partial Significance Testing (t test)

Partial test or t-test to determine the effect of each independent variable on the dependent variable. Decision-making is done by comparing the t value with the t table value at the 5% significance level.

- a. If $t_{\text{count}} < t_{\text{table}}$, then H_0 is accepted and H_a is rejected. This means that the variables individually have no influence on the dependent variable.
- b. If $t_{\text{count}} > t_{\text{table}}$, then H_0 is rejected and H_a is accepted. This means that the variables individually have an influence on the dependent variable.

In this research, the multiple linear regression equation models are used as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

By paying attention to the regression model in the figure, it can be equated about the Influence of the Work Environment, Motivation and Competence of Human Resources on Employee Performance at the Education, Culture, Youth and Sports Office of Gorontalo Province as follows:

$$Y = 0,430 + (-0,039)X_1 + 0,265X_2 + 0,352X_3$$

Wherein:

Y: Employee Performance

X1: Work Environment

X2: Motivation

X3: Competence of Human Resources

To simplify the calculation of regression from a large amount of data, this research was completed with computer help, namely the SPSS program.

Based on the results of the calculation of the significant test, it shows that

the Fcount value of 105,464 is greater than the F table value of 2.67, which is the value of the F significance level of 0.000 less than 0.05, the value of Ftable (k; nk) = (3; 141-3) = (3; 138) is obtained at 2.67, so the hypothesis (H_{a4}) is accepted, which means that the Work Environment, Motivation, and Competence of Human Resources have a simultaneous influence on Employee Performance at the Education, Culture, Youth and Sports Office of Gorontalo Province.

2. Joint Significant Testing (Test F)

The independent variables included in the model have a joint influence on the dependent variable. If the sig value < 0.05 , it means that the independent variable (X) simultaneously affects the dependent variable (Y) [4]. The criteria for acceptance and rejection of a hypothesis using the F test are as follows:

- a. If the value of $F_{\text{count}} > F_{\text{table}}$, or the significance of $F \leq 0.05$ then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.
- b. If $F_{\text{count}} \leq F_{\text{table}}$ or significance $F > 0.05$ then the null hypothesis (H_0) will be accepted and the alternative hypothesis (H_a) is rejected.

3. Correlation Coefficient Analysis

Analysis of the correlation coefficient (R) is used to measure the strength and weakness of the relationship between Work Environment (X1), Motivation (X2) and HR Competence (X3) and Variable (Y) variables.

4. Analysis of the coefficient of determination.

Analysis of the coefficient of determination (R^2) is used to determine how much the percentage contribution

of the influence of the independent variables simultaneously to the dependent variable.

DISCUSSION

Work Environment on Employee Performance

Based on the results of testing the first hypothesis (H1), it shows that the work environment does not affect employee performance at the Education, Culture, Youth and Sports Office of Gorontalo Province, it is seen from the t-test for the work environment variable, which shows a value of -811 with a significance value of $0.419 > 0.05$. T Table value with $df = 0.05 / 2$; $n-k-1 = 141-3-1 = 137$ with the obtained t Table value of 1.768. Thus obtained t count -, 811 < 1,768, which means that the hypothesis stating that partially the work environment does not affect employee performance. Thus, the H_{a1} value is not accepted.

The Motivation on Employee Performance

Based on the results of testing the second hypothesis (X2), the t value for the motivation variable shows a value of 5.688 with a significance value of $0.000 < 0.05$. The value of t table with $df = 0.05 / 2$; $n-k-1 = 141-3-1 = 137$ with the obtained t table value of 1.768. Thus, it is obtained t count (5.688) > t table (1.768), which means that the hypothesis states that motivation has a partial effect on employee performance.

To be able to increase the motivation of the employees of the Education, Culture, Youth, and Sports Office of Gorontalo Province, several activities and concerns are needed that can increase employee motivation. These activities and attention can be in the form of salaries and other income, such as employee salaries

based on employee workload, giving awards to employees who excel, employees who have the ability and skills in the form of job advancement, giving awards to outstanding employees. have been working for a long time and others that can increase and maintain employee motivation at work so that employee performance can increase.

Human Resources Competence on Employee Performance

The test results obtained that the t value for the HR competency variable shows a value of 4,112 with a significance value of $0.000 > 0.05$. The value of t table with $df = 0.05 / 2$; $n-k-1 = 141-3-1 = 137$, the t table value is 1.768. Thus, it is obtained t count (4,112) > t table (1,768), which means the hypothesis that HR competency has a partial effect on employee performance.

This shows that if employees in the Education, Culture, Youth, and Sports Office of Gorontalo Province have competencies following the field of work they are doing and good employee motivation, it can improve employee performance. In carrying out its duties, it is necessary that the competence of employees is following the abilities and skills they have and also the competence of employees must be under the field of work being carried out.

Simultaneous Influence

The results of the calculation of the significant test show that the calculated F value of 105,464 is greater than the F table value of 2.67, which means that the significance level of f is 0.000 less than 0.05, the value of F table ($k; nk$) = (3; $141-3$) = (3; 138) is 2.67, so the hypothesis (H_{a4}) is accepted, which means that the Work Environment, Motivation, and Competence of Human Resources have a

simultaneous effect on Employee Performance at the Education, Culture, Youth and Sports Office of Gorontalo Province. The results of multiple regression testing show that the work environment, motivation, and competence have a positive and simultaneous effect on employee performance.

CONCLUSION

Based on the results of the research and discussion described in the previous chapter, the following conclusions can be drawn:

1. The results for the first hypothesis prove that partially the work environment has no positive influence on employee performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province. The work environment has no partial effect on employee performance. This means that in carrying out their main duties, even though the working environment conditions, both physically and non-physically, are inadequate and require more labor and time to carry out their work tasks, employees continue to carry out their duties according to their performance.
2. The results for the second hypothesis prove that partially motivation has a positive and simultaneous influence on employee performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province. This shows that the higher the motivation of employees at the Education, Culture, Youth, and Sports Office of Gorontalo Province in doing work, the employee performance will increase.
3. The results for the third hypothesis prove that partially HR competencies have a positive and simultaneous influence on employee performance at the Education, Culture, Youth, and Sports Office of Gorontalo Province.

This shows that the better the competence possessed by employees following the skills and abilities of employees in their field of work, the better the work will be.

4. The results of the fourth hypothesis prove that simultaneously the variables of the Work Environment, Motivation, and Competence of Human Resources have a positive influence on employee performance at the Education, Culture, Youth and Sports Office of Gorontalo Province. This means that an adequate and supportive work environment, as well as providing good motivation in increasing employee competencies following the capabilities and skills possessed so that employee performance will increase.

This research describes a relationship between work environment, motivation, and competence of human resources on performance, where the motivation variable dominates and has a significant influence on employee performance at the Education, Culture, Youth and Sports Office of Gorontalo Province. Work Environment and HR Competencies that are already owned and implemented have a regression coefficient value that is smaller than Motivation, but it would be nice if the existing Work Environment and HR Competencies are evaluated and improved again so that the Work Environment and HR Competencies will be better and can improve Employee Performance at the Education, Culture, Youth and Sports Office of Gorontalo Province [6].

Besides, the Work Environment and HR Competence, at the Education, Culture, Youth and Sports Office of Gorontalo Province must also pay attention to evaluate and optimize aspects of motivation, considering that this variable has the greatest influence on employee

performance. Besides, the Education, Culture, Youth and Sports Office of Gorontalo Province must be able to add good values in motivating employees, therefore, the employees at the Education, Culture, Youth and Sports Office of Gorontalo Province can improve their performance to support the progress of the institutions they work for.

Based on the research carried out, the researchers gave suggestions to the Education, Culture, Youth and Sports Office of Gorontalo Province to be considered to improve employee performance.

1. The work environment at the the Education, Culture, Youth and Sports Office of Gorontalo Province does not have a partial effect on employee performance, however, to create a good work environment, it is still necessary to continuously improve and organize to provide a sense of comfort, safety and conducive to employees throughout.
2. To improve employee performance, it is necessary to provide supportive motivation. Giving motivation to employees who are enthusiastic and have high morale, tends to perform better. The need for achievement will encourage employees to develop creativity and direct all the abilities and energy they have to complete work on time so that employees can be more qualified at work.
3. Besides, increasing employee competence is also needed by having effective training of these competencies which must include knowledge, skills, attitudes, and behavior of employees. Competence does not only contain skills, knowledge, and attitudes, but the most important thing is how to apply

their skills, knowledge, and attitudes by predetermined performance standards.

4. For further researchers, it is hoped that they can use other methods in examining employee performance, for example, the use of variables not included in this study or through in-depth interviews with respondents, so that the answer information obtained can be more varied than the questionnaire prepared.

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